

MEMORANDUM FOR: Director of Personnel

FROM:

Chief, Career Training Task Force

SUBJECT: The Academic Associates Program

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Summary.

1. This memorandum addresses the concept and background of the Academic Associate Program, the current status of that program and recommendations relating to the future of that program. It concludes that the AAP is larger and more effective, both as a public relations and educational benefit to CIA and as a CT recruiting source, than generally is recognized within CIA. Further, it concludes that the AAP should not be Balkanized in order to fit into decentralized bureaucratic parts. It recommends that the integrity of the AAP as it is now structured and functioning be left intact. It further recommends that if OP is prepared to maintain the program as it is presently structured and operating (and, ideally - from the point of view of efficiency - will also assume the additional responsibility of serving as the central coordination point for all CIA contact in Academia) the AAP be absorbed as a staff element in OP/Employment. If that is not acceptable to OP it is then recommended that the AAP be placed in O/DCI Office of Public Affairs

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Concept and Background.

2. Conceptually this program is based upon the premise that the richest pool available to us from which to draw our next generation of CTs is in Academia. This premise had been proven before the firestorm of the late '60s and early '70s beset CIA. In 1981, correctly concluding that there was again a climate of support for CIA within Academia, a quiet program was begun in DO/CMS to return to Academia in search of CT referrals. What was sought was access to a large number of CT prospects who, for various reasons, would not seek employment brokering help from university placement offices (which we have found are generally not held in high regard by the better and more marketable students whom we seek). To acquire this access it was necessary again to build an infrastructure of academicians willing to spot promising CT candidates for us, and to urge those prospective CTs to seek us out.

3. The rebuilding was begun, and continues to the present, following the cardinal rule that contact with academicians would be

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made only after each had been recommended to us by academicians co-operating with us and, therefore, known to CIA as friendly. Each approach has stressed that we are not asking the academician to be a recruiter; many would turn away if asked to recruit directly for us. The academician is told what it is that we are looking for and that we want him or her to spot bright, prospective CTs for us, and then stimulate that prospective CT to initiate contact with us. They are asked to confine their efforts to stimulating interest in CIA in general, and not to try to steer prospective CTs into analytical or operations environments within CIA.

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Conclusions.

7. The AAP is a valuable instrument which provides CIA with a significant public relations return while more subtly, (and more tangibly) providing an increasingly significant recruitment return. It is a program which is not sensibly divisible. It is a symbiotic structure. The recruitment aspect of the program is fed by the public relations and educational aspect of that program. Without the latter the recruitment return would be considerably smaller. It is a program in which the total is greater than the sum of its separate parts.

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Recommendations.

°That the AAP be continued in its present form. If this is not done AAP coordination difficulties will be compounded by at least the multiples of the number of fragments it is broken into.

°That if the AAP remains in its present tightly knit form it be placed as a staff element directly responsible to DD/OP/Employment. The day-to-day management of the AAP should, ideally, be the responsibility of a senior officer who has been involved in the construction of the program and is fully familiar with it and the equities which we have in it. That officer should have the autonomy (obviously not exclusive autonomy) to direct where and when AAP trips should be made, and with whom contacts should be made during those trips.

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°That if the structural integrity of the AAP (to which structure would be added the CIA Academic Coordinator responsibility) is to be diminished by reducing it to parts, that the AAP be placed above CIA directorate boundaries in the ODCI/Office of Public Affairs. There it would serve as the focal point for all CIA contact in U.S. Academia.

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

The Academic Associates Program

FROM:

Chief, Career Training Task Force
626 Chamber of Commerce

EXTENSION

NO.

DATE 2 November 1983

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. D/Public Affairs
7B03 Hqs

3 Nov 83

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CW

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Rueph Cook

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Pretty weak.